

Vision

Mission

Values

Three-Year Strategic Plan

Fiscal Years 2019 - 2021



Missouri Local Government Employees Retirement System

Strategic Plan for the Period July 1, 2018 – June 30, 2021

Core Values

The genesis of Missouri LAGERS' strategic plan was documenting our core values and then establishing a vision from those values that would provide a long-term objective for our organization. Our core values are beliefs that we hold dear and provide guidance for how we conduct ourselves. LAGERS' core values, listed below, are directly tied to staff performance reviews and compensation.

Value	Value Statement
Accountability	Accepting ownership and responsibility for actions and their results to ensure fulfillment of LAGERS' mission.
Excellence	Striving for superior quality and accuracy at all times to ensure first-rate service and efficiency.
Dedication	Committing all efforts to LAGERS' members, our coworkers, and our mission to ensure we are meeting the needs of Missouri's local governments.
Integrity	Acting at all times in an honest, ethical and professional manner to ensure fulfillment of LAGERS' obligations to members, employers, and taxpayers.
Teamwork	Working as one team to ensure members receive superior service and that benefits are delivered efficiently and economically.
Respect	Treating co-workers and members with respect, courtesy, and empathy for their unique situations to enhance collaboration to achieve like-minded goals.
Communication	Communicating with co-workers, members, and the public with clarity, openness, and sincerity to build credibility and strengthen trust.

Vision

Once our core values were identified and documented, concentration turned to the development of a vision statement. The Board of Trustees unanimously adopted the system's vision, "A Secure Retirement For All," in March 2016. A vision statement is a written goal of what an organization wants to achieve. This goal should be lofty, as it symbolizes a distant objective toward which we are always striving.

Mission

LAGERS has long had a strong mission statement that is reviewed and communicated regularly. Mission differs from a vision in that our mission describes why we exist as an organization rather than our vision, which is what we are striving toward. LAGERS mission is to "provide secure retirement, survivors', and disability benefits in the most

efficient and economical manner possible while providing superior service and fulfilling our fiduciary obligations.” We believe it is imperative to vigorously carry out our mission on a daily basis while continuing pursuit of our vision.

Strategy

With our core values, vision and mission in place, a strategic plan could be developed. LAGERS’ Board of Trustees and management staff participated in a SWOT analysis in December 2016. SWOT is a systematic tool for organizational analysis where strengths, weaknesses, opportunities, and threats are identified. This is where consensus is built about where our focus should be concentrated.

As a result of the SWOT exercise, The Board of Trustees identified four critical success factors:

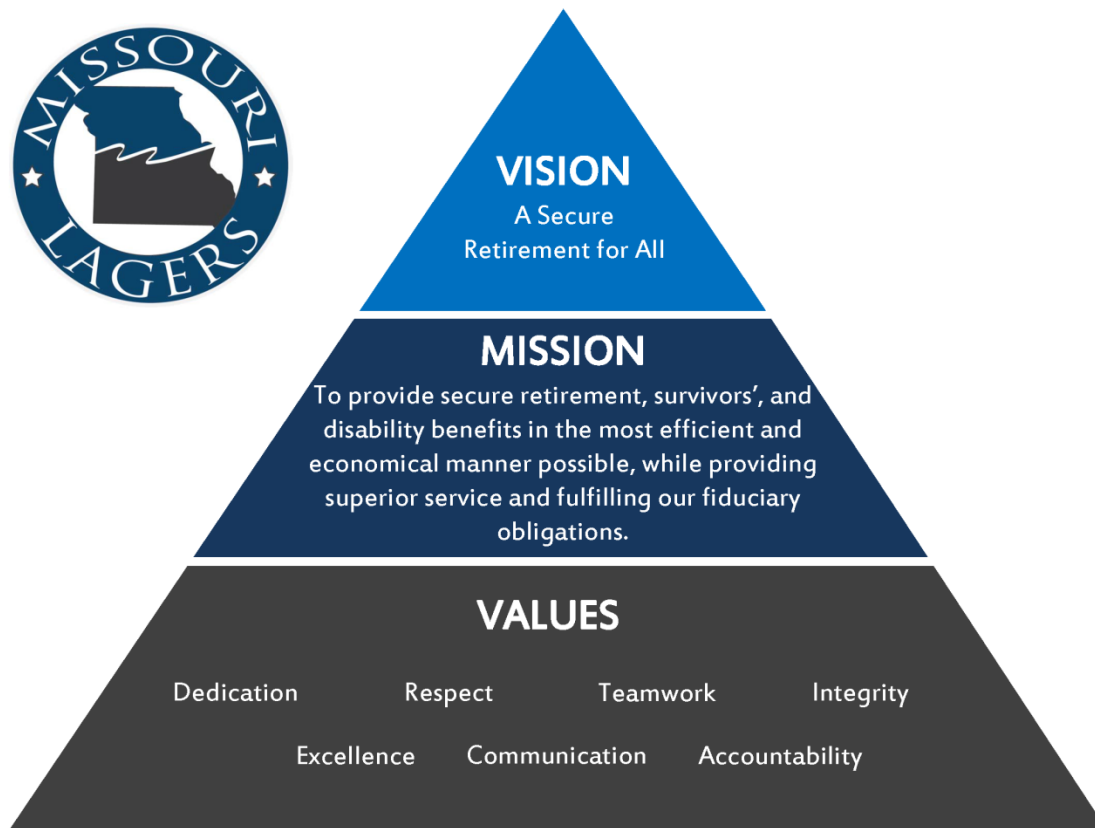
- Funding Sustainability
- Stakeholder Service & Outreach
- Staffing
- Technology & Cybersecurity

From these factors, LAGERS’ Executive Team developed key strategies we must achieve for success, objectives for how will we achieve the key strategies and planned actions for how we will accomplish the objectives.

Measurement

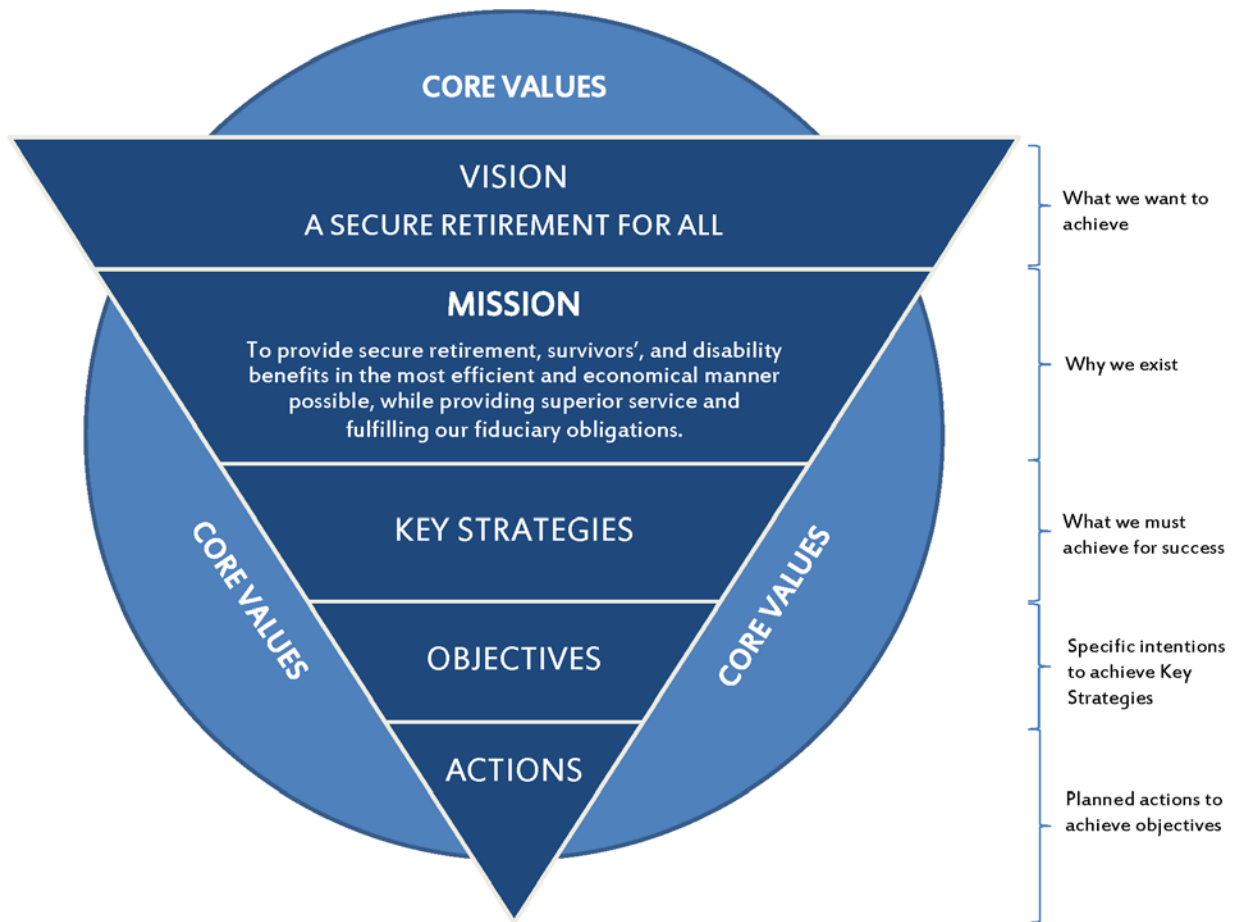
The strategic plan includes specific actions that are measurable. Some of these actions are time-bound while others are ongoing best practices that we must continually complete to be successful. This plan will be reviewed at least annually by LAGERS’ Board of Trustees and will be used as a guide for management staff in pursuing goals and setting objectives.

Our Vision, Mission, and Values



Our vision is what we hope to achieve; our mission is why we exist; and our values are beliefs we hold dear. Our vision is lofty, but it is something toward which we strive everyday.

Strategic Plan Components



Strategic Plan

Critical Success Factors

- Funding Sustainability
- Stakeholder Service & Outreach
- Staffing
- Technology/Cybersecurity

Key Strategy Statements

- Safeguard member assets in order to ensure the long-term sustainability of the pension fund.
- Provide superior service to our members while enhancing the knowledge of all stakeholders in order to promote a secure retirement for all.
- Ensure highly qualified, trained, empowered, and motivated staff to provide the best possible outcome for our members.
- Ensure the security of critical data while optimizing utilization of technology in all business areas.

KEY STRATEGY STATEMENT

Safeguard member assets in order to ensure the long-term sustainability of the pension fund.

Objectives

- LAGERS will progress toward 100% funding.
- LAGERS will invest member assets prudently.
- LAGERS will establish and maintain internal controls.

Actions

LAGERS will progress toward 100% funding.

- LAGERS will ensure member and employer contributions are collected timely and accurately.
- LAGERS will perform an actuarial experience study at least once every five years to ensure the appropriate application of actuarial assumptions.
- LAGERS will maintain a funding policy with the intent of producing stable contributions that properly fund benefits. This policy will be reviewed in conjunction with the experience study at least once every five years.
- LAGERS will develop a formal process for addressing delinquent accounts by the fiscal year 2020 end.

- LAGERS will increase the number of participating employers using electronic payments for contributions to 55% of employers by the fiscal year 2020 end.

LAGERS will invest member assets prudently.

- LAGERS will seek to achieve a 7.25% annual return.
- LAGERS will perform an asset allocation study at least once every 5 years.
- LAGERS will perform regular risks assessments of all asset classes
- LAGERS will seek to outperform its policy benchmarks.
- LAGERS investment team will establish and comply with policies, processes, and due diligence.
- LAGERS will ensure proper liquidity needs are maintained.

LAGERS will establish and maintain internal controls.

- LAGERS will establish internal controls to provide reasonable assurance that system assets are adequately safeguarded.
- LAGERS will ensure proper compliance with internal controls through annual internal and external audits.

KEY STRATEGY STATEMENT

Provide superior service to our members while enhancing the knowledge of all stakeholders in order to promote a secure retirement for all.

Objectives

- LAGERS will enhance and expand outreach to all stakeholders.
- LAGERS will frequently measure customer service, implement improvements, and explore additional services that are in line with our vision, mission, and core values.
- LAGERS will establish processes, policies, and procedures for effective implementation of legacy plan administration.

Actions

LAGERS will enhance and expand outreach to all stakeholders.

- LAGERS will maintain a strategic communications plan and will update the plan at least once every three years.
- LAGERS will develop and maintain a crisis communication plan, will review the plan annually and update as needed.
- LAGERS will develop and maintain a media relations plan, will review the plan annually and will update as needed.
- LAGERS will enhance direct member communication based on member preferences.
- LAGERS will continue to enhance, expand, and measure the use of digital, online communications.
- LAGERS will increase the number of myLAGERS accounts by 10% by fiscal year 2020 end.

LAGERS will frequently measure customer service, implement improvements, and explore additional services in line with our vision, mission, and core values.

- LAGERS will annually ask members and/or retirees for feedback.
- LAGERS will complete an organizational benchmarking survey on a periodic basis.
- LAGERS will continue to explore enhancements to the ECLIPSE web portals.
- LAGERS will seek input from other pension systems on best practices.
- LAGERS management will annually research and report to board of trustees potential additional services it may provide to members.
- LAGERS will continually seek procedures that improve organizational efficiency.

LAGERS will establish processes, policies, and procedures for effective implementation of legacy plan administration.

- LAGERS will establish and maintain a funding policy for legacy plans that will be reviewed in conjunction with the system's funding policy.
- LAGERS will enhance and expand communications about the administration of legacy plans.
- LAGERS will continue to develop processes and procedures for effective implementation of 70.621 RSMo.

KEY STRATEGY STATEMENT

Ensure highly qualified, trained, empowered, and motivated staff to provide the best possible outcome for our members.

Objectives

- LAGERS will conduct accurate and timely annual employee performance reviews.
- LAGERS will promote its core values to all stakeholders, especially internal stakeholders, with our actions and words.
- LAGERS will establish programs and procedures for recruiting, engaging, and retaining the best possible workforce.

Actions

LAGERS will conduct accurate and timely annual employee performance reviews.

- Reviews will be completed on time.
- Management will seek consistency in measurement between departments.
- Management will review the process annually and implement improvements if necessary.

LAGERS will promote its core values to all stakeholders, especially internal stakeholders, with our actions and words.

- Annual employee performance measures will be tied to core values.
- LAGERS board and management will embrace core values and set the tone for the rest of the organization.

- LAGERS management will effectively share pertinent information with the rest of the organization.

LAGERS will establish programs and procedures for recruiting, engaging, and retaining the best possible workforce.

- LAGERS will develop and maintain formal talent development and succession programs.
 - Programs will promote cross training, knowledge transfer, and crisis/business continuity planning. The programs will be reviewed annually and updated as needed.
- LAGERS will maintain a professional development program and encourage employee participation. The program will be reviewed in conjunction with the personnel policy at least once every three years.
- LAGERS will formalize its compensation philosophy, maintain a competitive compensation program, and review these programs annually.
- LAGERS will regularly and timely recognize and celebrate staff accomplishments and milestones.

KEY STRATEGY STATEMENT

Ensure the security of critical data while optimizing utilization of technology in all business areas.

Objectives

- LAGERS will maintain a data security program.
- LAGERS will develop a technology improvement plan in order to keep pace with industry standards.

Actions

LAGERS will maintain a data security program.

- LAGERS will continually implement improvements to ECLIPSE in order to maintain the security of personal information.
- LAGERS will maintain a disaster recovery plan and complete a disaster recovery test at least annually.
- LAGERS will maintain an information security policy, review the policy annually, and implement improvements if necessary.
- LAGERS will conduct an annual penetration test and seek at least a 3 out of 4 score with the goal of a score of 4 out of 4.
- LAGERS Information Technology team will participate in training and/or education to stay current on cybersecurity issues.
- LAGERS staff will be trained on social engineering at least annually.
- LAGERS will maintain proper internal controls to maintain member security.

LAGERS will develop a technology improvement plan in order to keep pace with industry standards.

- LAGERS Information Technology team will complete a technology needs assessment each year.

- LAGERS Information Technology team will stay current on pension and business technology and suggest improvements that enhance productivity and efficiency.